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GROUP EFFECTIVENESS RESEARCH LABORATORY

DEPARTMENT OF PSYCHOLOGY

UNIVERSITY OF ILLINOIS

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Quarterly Report

July, 1968

Communication, Cooperation, and Negotiation  
in Culturally Heterogeneous Groups

Report of Progress under Contract ARPA No. 454

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with the

Advanced Research Projects Agency

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Principal Investigators

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## QUARTERLY REPORT

July, 1968

### Research Activities

The major emphasis during the last contract quarter has been on the preparation of technical reports and the completion of studies which were initiated during the spring.

Osgood has completed a 130 page report entitled "Interpersonal Verbs and Interpersonal Behavior" which summarizes his five years of research on semantic feature analysis which was supported in part by our ARPA contract. This work represents a major advance in the analysis of subjective culture through language. It will be distributed in technical report form and it will also be published, in part, as a chapter in a book on Language and Thought by the University of Arizona Press.

A second report which has resulted from Osgood's work is entitled "Role Differentiation in Thai Social Structure in Terms of a Semantic Analysis of Thai Pronouns and Roles" by W. Wichiarajote and Marilyn Wilkins. This has been published as our Technical Report No. 57 (68-2) and represents an application of Osgood's theory to the specific structure of the Thai language. The study supported Osgood's theory and suggests that the semantic feature approach will provide a new approach to psycholinguistic and cultural studies.

Osgood and Ayer are currently preparing a technical report on the semantic feature analysis of a procedure which has been named the "semantic game." This procedure requires three subjects to distribute adjectives

on a target surface so as to classify these adjectives in the simplest possible way. The technical report, to be entitled "Further Validation and Methodological Extension of Ten a priori Semantic Features for Interpersonal Verbs," will present the psycholinguistic analysis on the pretest and post-test measures in the game.

A second report by Judith Ayer also concerned with the semantic game is nearing completion. This report will be concerned with the group dynamics aspects which result from the composition of groups on the basis of semantic similarity. We are hoping that the semantic game can be developed into an experimental paradigm for studying heterocultural groups under various leadership conditions.

A study by Keith Kilty entitled "A Methodological and Theoretical Consideration of the Implicative Meaning Procedure" has been published and distributed as Technical Report No. 53 (67-9) and represents a test of certain theoretical issues related to Triandis' implicative meaning procedure.

An extensive technical report entitled "Cultural Influences upon the Perception of Implicative Relationship among Concepts and the Analysis of Values" by Triandis, Kilty, Shanmugam, Tanaka, and Vassiliou was published in April, 1968. This report represents an extension of Triandis' work which relates the implicative meaning of concepts to subjective culture.

A further technical report by Triandis and Vassiliou entitled "Interpersonal Influence and Employee Selection in Two Cultures" has been completed and will be prepared for distribution within the next few weeks. The report is an extension of previous work by Triandis which predicts the

way in which Americans and Greeks will respond to various prospective employees. The present report supports the hypothesis that the in-group in the Greek culture plays a considerable greater role than it does in the American culture and affects the perception of applicants. The report also indicates that the American interviewers seem to have been oversensitized by the culture differences and that they tended to over estimate the responses of Greeks to family ties. Furthermore, they also underestimated the responses of the Greeks on other variables. This finding is of particular interest in view of a recent analysis of American perceptions of Thais and Greeks (Chemers, Symonds, and Mitchell). Here, too, substantial overgeneralization was found which led to inaccurate predictions.

Research on leadership and productivity has continued to identify task and organizational variables which affect performance. Ilgen and O'Brien studied the relative effects of leadership style, member compatibility and cooperation structure upon small group relations and productivity. These results are presented in part in Technical Report No. 58 (68-3) entitled "The Effects of Task Organization and Member Compatibility on Leader-Member Relations in Small Groups." The creativity results will be presented by O'Brien at the American Psychological Association meetings in September.

We are continuing to collaborate with the Los Amigos de las Americas Organization in studies of heterocultural groups in Central America. O'Brien visited these teams in Honduras and Guatemala. Data analysis of the 1967 study is now nearing completion.

Chemers' study which was conducted in Iran in the last year has now been completely analyzed. A technical report entitled "Cross-Cultural Training as a Means for Improving Situational Favorableness" will be distributed in the near future. An article has been submitted for journal publication. This study was conducted to develop an Iran Culture Assimilator and to test the program in Iran. A field experiment was conducted in which 48 Americans participated as "leaders" and 96 Iranian nationals as group members. The participants were assembled into three-man groups, half the groups with culture-trained leaders, half with leaders trained on a control program on the physical geography of Iran. The study indicated that the culture-trained leaders changed their behavior in the expected direction, and that the culture-trained/task-oriented (low LPC) leader emerged as more effective in negotiation situations and in interpersonal relations.

We have initiated a series of studies which investigate basic factors of how culture is learned and how it can be taught. One of our staff members, Terence Mitchell, is now in Greece to work with the Athenian Institute of Anthropolos in the development of a series of culture assimilators. These will be designed to vary the emphasis on similarity in values and on similarity in phenotypic expression of these values in the form of customs and conventions. We hope to conduct a series of studies with these culture assimilators for the purpose of improving currently available programs as well as answering basic questions related to theories of culture transfer.

#### Other Developments

The July 1968 issue of Naval Research Review contained an article by Fiedler on "The Effect of Culture Training on Leadership, Organizational Performance, and Adjustment."

Because of recent interest in culture assimilators by the Armed Forces, we have been in contact with Dr. Guy Kirkendall of Asia Training Center. The group has prepared a first draft of an adaptation for Viet Nam. Dr. O'Brien plans to visit the Asia Training Center on his return trip from Australia.

We have also been in close contact with the Special Warfare School at Fort Bragg, North Carolina. One of the staff members of the School, Lt. J. Morton, has visited the Laboratory for two days of discussion to develop an evaluation study and an adaptation of the Thai Culture Assimilator for the Southeast Asia area.

Triandis was invited to participate in a NATO Conference in Athens in June of this year. He took this occasion to revise in collaboration with Vasso Vassiliou three technical reports which are now being prepared for typing and distribution.

A paper by Ninane and Fiedler has been accepted for publication by Human Relations and is being revised to conform to the journal's recommendations.

A study of negotiations by Nayar, Touzard and Summers has been accepted for publication in Human Relations and is to be published in 1968.

Professional Personnel

(Contract None 1834 (36))

Personnel Supported by Contract

Ayer, Judith	Research Assistant	25%
Bates, Peter	Research Assistant	75%
Biglan, Anthony	Research Assistant	100%
Fiedler, Fred	Professor	50%
Gramling, William	Research Assistant	50%
Hewett, Thomas	Research Assistant	50%
Kilty, Keith	Research Assistant	Hourly
Mitchell, Terence	Research Assistant	100%
Nealey, Stanley	Assistant Professor	50%
Oncken, Gerald	Research Assistant	50%
Stewart, Thomas	Research Assistant	50%
Summers, David	Research Assistant Professor	67%
Symonds, John	Research Assistant	50%
Wood, Michael	Research Assistant	50%

Other Personnel Working on ARPA ONR Project or Related Research\*

Chemers, Martin	Research Associate
O'Brien, Gordon	Research Assistant Professor
Osgood, Charles	Professor
Triandis, Harry	Professor

Foreign Consultants

Archer, W. K.	Teheran
Vassiliou, V (M. Nassiakou)	Greece
Lekhyananda, Duangduen	Thailand

\*Paid from other funds.

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